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AUTHOR	Koltai, Leslie
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ABSTRACT

Accomplishments made by the Los Angeles Community College District during its fifth year of independent operation are noted, and 10 projects to receive attention during the coming year are listed. The accomplishments are: (1) increasing and diversifying enrollment, (2) stabilizing and improving the college environment, (3) developing fiscal responsibility, (4) improving employee-employer relationships, (5) meeting the energy challenge, (6) planning and development, (7) extending the district's educational reach, and (8) increasing external awareness of the district. The 10 projects for the future are: (1) dealing with the fiscal reality of inflation, (2) improving professional opportunities, (3) recognizing instructional priorities in data processing, (4) reorganizing the business office, (5) realigning some responsibilities in the district office, (6) reviewing relationships with the Personnel Commission, (7) enlarging the scope of instructional delivery systems, (8) developing new facilities, (9) opening the North San Fernando Valley College, and (10) continuing to create attitudes of cooperation and involvement. (DB)

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STATE OF THE DISTRICT

PRESENTED BY

LESLIE KOLTAI, ED.D.
CHANCELLOR
LOS ANGELES COMMUNITY COLLEGE DISTRICT

JC 740 223

ANNUAL MEETING, BOARD OF TRUSTEES
JULY 10, 1974
OLYMPIC LAKE BUILDING

STATE OF THE DISTRICT

JULY 10, 1974

BY: DR. LESLIE KOLTAI
CHANCELLOR
LOS ANGELES COMMUNITY
COLLEGE DISTRICT

HONORABLE MEMBERS OF THE BOARD OF TRUSTEES...LADIES AND GENTLEMEN.

THIS MEETING OF THE BOARD OF TRUSTEES HAS PARTICULAR SIGNIFICANCE FOR THE LOS ANGELES COMMUNITY COLLEGE DISTRICT. IT MARKS THE FIFTH ANNIVERSARY OF THE DISTRICT'S INDEPENDENT OPERATION. DURING THIS HALF DECADE, THERE HAVE BEEN MANY DIVERSE GROWING PAINS. WE HAVE LEARNED A GREAT DEAL ABOUT THE DIFFICULTIES OF BEING THE LARGEST... THE MOST COMPLEX...AND YES, THE MOST ADVANCED COMMUNITY COLLEGE SYSTEM IN THE WORLD.

AT THIS POINT IN OUR DEVELOPMENT, I THINK IT IS A GOOD TIME TO SET FORTH SOME BASIC PHILOSOPHICAL CONCEPTS REGARDING OUR DISTRICT. TO BEGIN WITH, IN MY OPINION WE ARE NOT AN ASSOCIATION OR CONSORTIUM OF COLLEGES, BUT A COMMUNITY COLLEGE DISTRICT THAT PROVIDES SERVICES TO THE COMMUNITY THROUGH ITS CAMPUSES, OUTREACH PROGRAMS, INSTRUCTIONAL TELEVISION, AND A HOST OF OTHER DELIVERY SYSTEMS. WE MUST THINK OF OURSELVES AS A PART OF A TOTAL SYSTEM UNDER THE DIRECTION OF THE BOARD OF TRUSTEES. EDUCATIONAL NEEDS DO NOT OCCUR IN NEAT CONFIGURATIONS AROUND CAMPUSES. HENCE, EDUCATIONAL SERVICES CANNOT

BE PROVIDED EFFECTIVELY ONLY IN TERMS OF WHETHER A STUDENT LIVES IN THE CORRECT COLLEGE AREA. WE FACE COMMON CHALLENGES...WE MUST SEEK COMMON SOLUTIONS AND IT IS MY OPINION AND I FIRMLY BELIEVE THAT THIS PHILOSOPHY IS INSTRUMENTAL TO OUR FUTURE SUCCESS:

* SUCCESS IN SERVING THE INDIVIDUAL STUDENT;
* SUCCESS IN ALLOCATING THE TAXPAYER'S MONEY EQUITABLY AND EFFECTIVELY.

OUR ACCOMPLISHMENTS DURING THE PAST YEAR HAVE BEEN SIGNIFICANT. IT HAS BEEN A YEAR OF GREAT ACTIVITY IN TERMS OF PLANNING...IN TERMS OF NEW PROGRESS...AND IN TERMS OF STABILIZING AND IMPROVING EXISTING SYSTEMS. THERE ARE EIGHT MAJOR CATEGORIES OF ADVANCEMENT THAT I BELIEVE DESERVE YOUR ATTENTION:

1. <u>INCREASING AND DIVERSIFYING ENROLLMENT</u> - WE MUST BE DOING MANY THINGS RIGHT...FOR WHILE OTHER INSTITUTIONS OF HIGHER LEARNING ARE SUFFERING DECREASES IN THEIR ENROLLMENTS, WE ARE MAKING CONSISTENT PROGRESS IN EXPANDING OUR ENROLLMENTS. FALL 1973 ENROLLMENT IS THE HIGHEST IN THE DISTRICT'S HISTORY...AND REPRESENTS AN INCREASE OF 5.5% OVER FALL 1972. WEEKLY STUDENT CONTACT HOURS HAVE INCREASED 6.1%, ALSO BRINGING THIS MEASUREMENT TO AN HISTORICAL HIGH POINT. OUR ENROLLMENT IS ALSO CHANGING IN NATURE: WE ARE REGISTERING MORE VETERANS, HANDICAPPED, AND SENIOR CITIZEN STUDENTS THAN EVER BEFORE. REPORTS PUBLISHED WILL PROVIDE YOU WITH DETAILED INFORMATION IN THIS AREA.

2. <u>STABILIZING AND IMPROVING THE COLLEGE ENVIRONMENT</u> - AT THE LAST ANNUAL MEETING, I REPORTED THAT FOUR NEW COLLEGE PRESIDENTS HAD BEEN SELECTED THROUGH A SERIES OF STUDENT, FACULTY, BOARD AND

ADMINISTRATIVE COMMITTEES. WE CAN NOW SAY THAT THE SELECTION PROCEDURE WAS A SUCCESS. I FEEL GREAT PROGRESS HAS BEEN MADE IN TERMS OF THE EIGHT COLLEGE PRESIDENTS WORKING WITH THE DISTRICT STAFF TOWARD OUR COMMON GOALS.

ALSO WITHIN THE CATEGORY OF STABILIZATION IS THE COMPLETION OF OUR DELINEATION OF FUNCTIONS AGREEMENT. THIS REPRESENTS A GREAT STRIDE FORWARD IN TERMS OF ACTIVE COOPERATION AND INTER-INVOLVE-EMNT OF SCHOOL IDSTRICTS. FOR YEARS EDUCATORS HAVE KNOWN THAT EDUCATIONAL SYSTEMS SHOULD...INDEED, MUST DEVELOP PROGRAMS THAT ARE COMPLIMENTARY AND NON-DUPLICATING. FOR THE FIRST TIME IN THE LOS ANGELES AREA, THIS EXCELLENT PHILOSOPHY HAS BEEN TRANSFORMED INTO A WORKABLE REALITY AND I WOULD LIKE TO EXPRESS MY APPRECIATION TO THE MEMBERS OF THE BOARD OF TRUSTEES AND TO THE MEMBERS OF THE STAFF WHO PARTICIPATED IN THE WORKINGS OF THE DELINEATION OF FUNCTIONS COMMITTEE.

A PART OF STABILIZING ANY INSTITUTION IS THE CONSTRUCTION OF PERMA-NENT FACILITIES. AND I AM HAPPY TO NOTE, FINALLY, AFTER YEARS OF PLANNING AND DISCUSSION, AGAIN AS A CREDIT TO THE BOARD OF TRUSTEES, CONSTRUCTION WILL BEGIN AT LOS ANGELES SOUTHWEST COLLEGE.

3. <u>DEVELOPING FISCAL RESPONSIBILITY</u> - THIS YEAR, MORE THAN ANY OTHER, THE BUDGET IS A PRODUCT OF COOPERATIVE DISCUSSIONS BETWEEN THE DISTRICT AND COLLEGES. THROUGH BUDGET HEARINGS AND INFORMAL CONTACTS, THE ENTIRE DISTRICT FAMILY WAS INCLUDED IN THIS YEAR'S BUDGET DECISIONS. IN ADDITION, THE VARIOUS PREPARATORY

BUDGETS WERE PLACED IN THE COLLEGE LIBRARIES...SO THAT THE GENERAL PUBLIC WOULD HAVE AN OPPORTUNITY TO STUDY THE PROPOSED EDUCATIONAL EXPENDITURES.

ALTHOUGH THE COMMUNICATION CHANNELS RELATING TO BUDGETING WERE TREMENDOUSLY IMPROVED...I THINK THE MOST REVOLUTIONARY ASPECT OF THIS YEAR'S BUDGET IS ITS UNDERLYING PHILOSOPHY: FOR THE FIRST TIME, WE ARE NOT BUDGETING ACCORDING TO WHAT WE HAD LAST YEAR... BUT WHAT WE WILL NEED IN THE COMING YEAR. WE HAVE STOPPED DOING THINGS BECAUSE THEY WERE ALWAYS DONE THAT WAY...AND WE HAVE BEGUN DOING THINGS BECAUSE THERE IS AN APPARENT NEED. THIS IS THE FIRST STEP TO COST EFFECTIVENESS: A NEW AWARENESS IN TERMS OF FISCAL RESPONSIBILITY.

4. IMPROVING EMPLOYEE-EMPLOYER RELATIONSHIPS - DURING THE PAST YEAR, WE HAVE WORKED HARD TO IMPROVE THE RELATIONSHIP BETWEEN OUR ADMINISTRATION AND OUR TOTAL EMPLOYEE FORCE. I AM VERY PLEASED WITH THE RESULTS TO DATE. I BELIEVE THAT ADVERSARY ATTITUDES AND ACTIONS HAVE GIVEN WAY TO COOPERATIVE NEGOTIATION. NEGOTIATING A NEW SALARY SCHEDULE...OR...SETTLING FRINGE BENEFIT DISPUTES IS NOT OUR SOLE RESPONSIBILITY. THE HUMAN RELATIONS INVOLVED IN THESE NEGOTIATIONS ARE EQUALLY IMPORTANT. INDEED, THE LATTER MAKE THE FORMER POSSIBLE.

ALSO OF GREAT SIGNIFICANCE IS THE EVALUATION OF OUR FACULTY. THE RECOGNITION OF THE NEED FOR FACULTY SELF-EVALUATION IS BY NO MEANS A REVELATION. HOWEVER, ITS SUCCESSFUL APPLICATION IS SOMETHING IN WHICH WE MAY EXPRESS SOME PRIDE. THE REACTION FROM BOTH FACULTY

AND ADMINISTRATORS HAS BEEN POSITIVE...AND I LOOK FORWARD TO A CONSISTENT SELF-IMPROVEMENT PROGRAM INSTITUTED BY THE FACULTY FOR THE PURPOSE OF IMPROVING INSTRUCTION.

5. MEETING THE ENERGY CHALLENGE - POSSIBLY ONE OF THE BEST EXAMPLES OF TOTAL DISTRICT COMMITTMENT WAS THE IMMEDIATE RESPONSE TO THE ENERGY CRISIS. WHEN THE PUBLIC AGENCIES WERE ASKED TO REDUCE THEIR ENERGY CONSUMPTION BY TWENTY PERCENT...OUR ENTIRE DISTRICT WAS ABLE TO REDUCE ITS AVERAGE ENERGY CONSUMPTION LEVEL BY MORE THAN THIRTY-SEVEN PERCENT...WITH SOME OF THE COLLEGES REDUCING THEIR LEVELS BY MORE THAN FORTY PERCENT. THE REDUCTION WAS POSSIBLE BECAUSE THE DISTRICT WAS PREPARED TO ACT...THE ENERGY CRISIS HAD BEEN ANTICIPATED AND PROCEDURES FOR ENERGY REDUCTION HAD BEEN DEVELOPED FAR IN ADVANCE.

6. A YEAR OF PLANNING AND DEVELOPMENT - THE EDUCATIONAL ENVIRONMENT IN WHICH WE LABOR IS CONSTANTLY CHANGING AND EVOLVING, AS MR. OROZCO INDICATED. THE FLUCTUATING ELEMENTS IN THE SYSTEM OF HIGHER EDUCATION CAN BE RESPONDED TO EFFECTIVELY ONLY THROUGH FLEXIBLE PLANNING...THOUGHTFUL PREPARATION. DURING THIS LAST YEAR, THERE HAVE BEEN FIVE MAJOR AREAS OF SUCH DEVELOPMENT.

* THE NORTH VALLEY TASK FORCE COMPLETED ITS SURVEY AND MADE ITS RECOMMENDATION. THIS PLANNING HAS LED TO THE BEGINNING OF A NINTH COLLEGE, A BUDGET FOR ITS OPERATION, THE ASSIGNMENT OF THE DEAN OF THE COLLEGE, AND A TENTATIVE BEGINNING OF CLASSES AS OF SPRING, 1975.

* OUR PLANS FOR CHILD CARE CENTERS HAVE MADE GREAT

PROGRESS. PERSONNEL TO STAFF THE CENTERS ARE BEING SELECTED AND PROCESSED; THE BUILDINGS HAVE BEEN DESIGNED AND TODAY, LADIES AND GENTLEMEN, YOU WILL RECEIVE THE RESULTS OF THE BID PROCESS; AND OF COURSE, A COORDINATOR FOR THE PROGRAM HAS BEEN HIRED AND IS IN THE PROCESS OF IMPLEMENTING THE PROGRAM.

* A GEOSYSTEMS CENSUS PROCEDURE IS BEING DEVELOPED BY OUR DIRECTOR OF RESEARCH. THIS IS A COMPUTERIZED SYSTEM FOR MATCHING STUDENT INFORMATION WITH LOCATIONS. ITS PURPOSE IS TO IMPROVE OVERALL PLANNING BY ASSESSING THE NEEDS OF SPECIFIC AREAS FOR EDUCATIONAL PROGRAMS AND SERVICES AND WE HOPE TO MAKE A PRESENTATION ON THIS PROJECT A LITTLE BIT LATER.

* THE DISTRICT'S HANDICAPPED PROGRAMS HAVE SEEN A YEAR OF NEW GUIDANCE AND COORDINATION IN TERMS OF PLANNING A TOTAL, DISTRICT-WIDE, APPROACH. THIS HAS MADE POSSIBLE AN INCREASING PORTION OF FEDERAL FUNDING... AND THE IMPLEMENTATION OF BUILDING MODIFICATION PROJECTS THAT WILL MAKE ACCESS TO OUR CAMPUSES EASIER FOR THE HANDICAPPED.

* THE AIRPORT ANNEX STUDY IS SHEDDING NEW LIGHT ON AN ALREADY EXCEPTIONAL PROGRAM OF STUDY IN TERMS OF LOCATION AND SCOPE OF THE COURSES TO BE PRESENTED.

IN EACH OF THESE CASES, I BELIEVE THE DISTRICT STAFF HAS RESPONDED BY IDENTIFYING THE KEY ISSUES OF EACH NEW PROJECT; RESEARCHING THE DETAILS FOR EFFECTIVE OPERATION; DISCUSSING THE PROJECT WITH EXPERTS IN THE FIELD; PROVIDING MODES OF ACTION; AND FINALLY, MAKING RECOMMENDATIONS FOR ULTIMATE IMPLEMENTATION.

7. EXTENDING THE DISTRICT'S EDUCATIONAL REACH - IN AN ADDRESS BEFORE THE ACADEMIC RESOURCE EXPOSITION AT UCLA, I PRESENTED OUR CONCEPTS OF NON-TRADITIONAL AS IT RELATES TO THE LOS ANGELES COMMUNITY COLLEGE DISTRICT. AT THIS MOMENT IT IS DESIGNED TO:

* DEVELOP AND IMPLEMENT PROGRAMS TOO COSTLY TO DUPLICATE ON NINE SEPARATE CAMPUSES.
* TO INVESTIGATE AND PROMOTE COMMUNITY RESOURCES AS A MEANS OF PRODUCING A MORE VIABLE EDUCATIONAL PLAN.
* TO PROVIDE AN ORGANIZATIONAL MODE FOR NON-TRADITIONAL STUDIES...THEIR DISCOVERY, DEVELOPMENT AND IMPLEMENTATION.
* TO INCREASE POSSIBILITY OF COOPERATION AMONG THE MANY DIVERSE COMMUNITIES OF THE LOS ANGELES METROPOLITAN AREA...AND FINALLY,
* TO PROVIDE A CHANGE AGENT APPROACH TO COMMUNITY COLLEGE EDUCATION.

A TASK FORCE IS DEVELOPING THE IDEA OF THE TENTH DIMENSION AND IS IN THE PROCESS OF FORMING UNDER THE DIRECTION OF OUR ABLE VICE CHANCELLOR FOR EDUCATIONAL PLANNING AND DEVELOPMENT. IT IS OUR PLAN TO INVOLVE THE TOTAL COLLEGE COMMUNITY IN THE OPERATION OF ANY PROPOSAL REGARDING THIS PROJECT AND PRESENT IT FOR BOARD REVIEW AND APPROVAL AT THE

APPROPRIATE TIME. DURING THE PAST YEAR, I BELIEVE WE HAVE DONE A GREAT DEAL TO EXTEND THE DISTRICT'S EDUCATIONAL REACH. THROUGH DIVERSIFYING OUR PROGRAM LOCATIONS...AND PROGRAM TYPES; BY UTILIZING A VARIETY OF DELIVERY SYSTEMS WE HAVE MADE SIGNIFICANT ADVANCES IN FILLING PREVIOUSLY UNFILLED NEEDS. AND THIS IS THE EIGHTH POINT AND I THINK THAT THIS IS A VERY IMPORTANT ONE...

8. INCREASING EXTERNAL AWARENESS OF THE DISTRICT - A GREAT PART OF THE DISTRICT'S SUCCESS IS DEPENDENT ON WHETHER PEOPLE KNOW THAT WE EXIST...AND NOT ONLY THAT WE EXIST, BUT THAT WE DO SOMETHING. DURING THIS LAST YEAR WE HAVE INCREASED OUR PARTICIPATION AND COMMUNICATION WITH MANY DIFFERENT PUBLICS. THE STATE CHANCELLOR'S OFFICE HAS A GROWING AWARENESS OF WHO WE ARE AND WHAT WE NEED. THE COLLEGE FEDERAL COUNCIL CALLED UPON THE DISTRICT TO PROVIDE LEADERSHIP. THE AMERICAN ASSOCIATION OF COMMUNITY AND JUNIOR COLLEGES IS RAPIDLY RECOGNIZING THE STRONG VOICE OF THE LARGEST COMMUNITY COLLEGE DISTRICT IN THE WORLD.

OUR JOB IN THE COMING YEAR IS TO FOCUS OUR EFFORTS ON SPECIFIC GOALS AND OBJECTIVES. THERE ARE MANY AREAS IN WHICH WE WILL MAKE PROGRESS... HOWEVER, TODAY, WITH YOUR PERMISSION, I WOULD LIKE TO EXPRESS MY EXPECTATIONS IN TERMS OF TEN PROJECTS:

1. DEALING WITH THE FISCAL REALITY OF INFLATION - THIS WILL REQUIRE AN HONEST AND CONTINUING EFFORT TO PRODUCE BOTH ECONOMY AND QUALITY IN OUR EDUCATIONAL OFFERINGS. BY THIS, I DO NOT MEAN THAT EXPENSIVE PROGRAMS SHOULD BE CUT...NOR DO I MEAN THAT WE SHOULD RETREAT TO THOSE PROGRAMS THAT HAVE PROVEN THEMSELVES TO ATTRACT LARGE AMOUNTS

OF ADA. I AM TALKING ABOUT A NECESSITY TO THE STUDENT BENEFIT OF FREE EDUCATION. TUITION IS BEING APPLIED TO MANY COMMUNITY COLLEGES IN AN EFFORT TO COUNTER-ACT RISING COSTS. I DO NOT WANT TO SEE THAT HAPPEN HERE. THE CORNER STONE OF COMMUNITY COLLEGE EDUCATION IS ITS OPEN DOOR POLICY: AN ENTRANCE TO KNOWLEDGE UNHAMPERED BY FINANCIAL ABILITY. WE MUST NOT ALLOW THIS DOOR TO BE CLOSED. IT CAN ONLY REMAIN OPEN AS LONG AS WE PURSUE ECONOMY AND QUALITY AS AN OBJECTIVE.

2. <u>IMPROVING PROFESSIONAL OPPORTUNITIES</u> - I HAVE SPOKEN AT GREAT LENGTH ON THE CHANGES THAT ARE TAKING PLACE IN EDUCATION. WE MUST NOT FORGET TO PROVIDE AN OPPORTUNITY FOR OUR OWN CHANGE IN TERMS OF IMPROVED SKILLS AND AWARENESS. TO ACCOMPLISH THIS WILL REQUIRE GREAT ACTIVITY IN OUR HUMAN DEVELOPMENT OFFICE REGARDING IN-SERVICE TRAINING...EDUCATIONAL DEVELOPMENT GRANTS...AND, OF COURSE, IN THE AREA OF AFFIRMATIVE ACTION.

3. <u>RECOGNITION OF INSTRUCTIONAL PRIORITIES IN DATA PROCESSING</u> - THIS IS QUITE SIMPLY AN AREA THAT REQUIRES GREAT CONSIDERATION. THE NECESSITY OF SUCH SERVICES CANNOT BE DEBATED... BUT THE WAY IN WHICH THE SERVICES ARE DIRECTED, PLANNED AND IMPLEMENTED IS A MATTER WHICH MUST BE RESOLVED. THIS MAY INCLUDE A RE-ORGANIZATION FOR INCREASED INSTRUCTIONAL INPUT.

4. <u>REORGANIZATION OF THE BUSINESS OFFICE</u> - AS OUR DISTRICT HAS GROWN...GREATER DEMANDS HAVE BEEN PLACED ON DISTRICT BUSINESS SERVICES... BEING, ONE OF THE MOST IMPORTANT AREAS. IN ORDER TO PROVIDE IMPROVED SERVICES, I BELIEVE A REORGANIZATION OF THIS OFFICE SHOULD BE CONSIDERED AND IMPLEMENTED.

5. Realignment of Some Responsibilities in the District Office - It is our desire to recognize the importance of career education in this District. We would like to strengthen the coordination and leadership function in order to improve the delivery of external financial resources to our vocational-technical programs.

6. Review Relationships with the Personnel Commission - In the past year it has become evident that a new relationship must be established with the Personnel Commission regarding testing, hiring and position identification procedures.

7. Enlarging the Scope of Instructional Delivery Systems - This will require great planning and development in terms of the District's Tenth Dimension. The initial steps of development have been taken...now will come the hard work of translating our ideas into action and recommendation to the Board.

8. Development of New Facilities - Within this category, I am particularly interested in progress regarding permanent facilities for West Los Angeles College and the expansion of our Community Services facilities at all of the colleges.

9. The Opening of the North San Fernando Valley College - This is perhaps our biggest challenge and opportunity for progress. A firm foundation has been laid. Now we must begin the process of implementation...continually examining community reaction and community needs. The establishment of this college is only the beginning of our work.

10. And finally, Continue to Create Attitudes of Cooperation

AND INVOLVEMENT - I WILL BE FRANK. ALL OF THE BEST INTENTIONS... ALL OF THE BEST PLANS WILL AMOUNT TO NOTHING UNLESS THIS DISTRICT ACTS AS A COHESIVE UNIT.

I WANT TO TAKE THIS OPPORTUNITY TO EXPRESS MY APPRECIATION TO THE MEMBERS OF THE DISTRICT STAFF, ESPECIALLY TO DR. KAUFMAN, DR. MCCUEN AND MR. SPAETER FOR THEIR SUPPORT AND COOPERATION IN MAKING THIS YEAR A SUCCESSFUL ONE. I WOULD ALSO LIKE TO RECOGNIZE THE COOPERATION AND SUPPORT OF OUR COLLEGE PRESIDENTS, THE ADMINISTRATION AND THE TOTAL STAFF OF THE ENTIRE DISTRICT. I AM JUST FORTUNATE TO WORK WITH SUCH AN OUTSTANDING GROUP OF PEOPLE.

AND NOW ON BEHALF OF OUR STAFF, I WOULD LIKE TO THANK THE BOARD OF TRUSTEES FOR THEIR WISDOM, LEADERSHIP, AND COUNTLESS NUMBER OF HOURS SPENT ON DISTRICT BUSINESS IN AND OUT OF BOARD MEETINGS. THE FOUNDATION OF ANY FUTURE POSITIVE EFFORT LIES IN THE HANDS OF SEVEN ABLE PEOPLE WHO CARE, WHO ACT, AND WHO DECIDE ON THE FUTURE OF ALL WHO CHOOSE TO SELECT OUR COLLEGES AS PLACES OF EDUCATION.

I HAVE GREAT HOPE THAT THE DISTRICT WILL CONTINUE TO SERVE ITS COMMUNITIES WITH AN EVER INCREASING EFFICIENCY AND EFFECTIVENESS. THIS I KNOW WILL BE POSSIBLE ONLY WITH THE ON-GOING SUPPORT AND GUIDANCE OF THIS BOARD.

UNIVERSITY OF CALIF.
LOS ANGELES

AUG 9 1974

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